

PROPOSAL PACKAGE

CC-DEWA001-15

Department of the Interior

National Park Service

Delaware Water Gap National Recreation Area

**Proposal to Operate Camping, Retail, Equipment Rentals and Other
Services at Dingmans Campground in Dingmans Ferry, PA**

PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package.** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.

OFFEROR'S TRANSMITTAL LETTER

To:

Regional Director

Northeast Regional Office
200 Chestnut Street
Philadelphia, Pennsylvania 19106

Dear Director:

The name of the Offeror is _____. If the Offeror has not yet been formed, this letter is submitted on its behalf by _____ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of Offeror hereunder and make(s) such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within the Delaware Water Gap National Recreation Area in accordance with the terms and conditions specified in the Draft Concession Contract CC-DEWA001-15, (Draft Contract) provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities (www.fedbizopps.gov), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal). If the Offeror is not yet in existence, the undersigned, acting as guarantor(s) of all certifications, agreements and obligations of Offeror hereunder, makes such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract and the Prospectus. The Offeror certifies that it has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 2 C.F.R. Part 1400 the following:

- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.
- Within the three years preceding submission of the Proposal, none of the individuals or entities acting as Offeror or with an ownership interest in the Offeror has been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.
- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the aforementioned offenses.
- The individuals or entities acting as Offeror or with an ownership interest in the Offeror have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

- The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the Draft Contract:

- 1) To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
- 2) To complete the execution of the final Concession Contract within the time provided by the National Park Service when it presents the contract for execution.
- 3) To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.
- 4) To operate under the current National Park Service approved rates until such time as amended rates may be approved by the National Park Service.
- 5) [Include only if the Offeror is not yet in existence.] To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources required under the Draft Contract and/or described in our Proposal.
- 6) [Include only if the Offeror is a business entity, rather than an individual] To deliver to the Regional Director within 10 days following the announcement of the selection of the Offeror as the Concessioner, current copies of the following:
 - Certificate from its state of formation indicating that the entity is in "good standing" (if such form is issued in that state for Offeror's type of business entity);
 - Governing documents of Offeror (e.g. Articles of Incorporation and By-Laws for corporations; Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
 - If the business entity was not formed in the State of Pennsylvania, evidence that it is qualified to do business there.

NAME OF OFFEROR (or OFFEROR-GUARANTOR(s) if the Offeror is not yet in existence as of the time of submission – list all if more than one and clearly indicate that the entity is an Offeror-Guarantor):

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE: _____

TITLE (if applicable): _____

ADDRESS: _____

CERTIFICATE OF BUSINESS ENTITY OFFEROR
(OR OF OFFEROR-GUARANTOR IF OFFEROR IS NOT YET FORMED)
(Offerors who are individuals should skip this certificate)

I, _____, certify that I am the _____ of the [specify one] corporation/partnership/limited liability company/joint venture named as Offeror (or Offeror-Guarantor, if applicable) herein; that I signed this proposal for and on behalf of the Offeror (or Offeror-Guarantor, if applicable), with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY: _____

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

PART A

The minimum requirements for the Draft Contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, its proposal will be considered non-responsive. (The requirements of Part B of this Proposal Package outline detailed submissions referred to in this part, as well as additional secondary selection factors.)

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK.

The Offeror agrees to comply with all terms and conditions specified in the Draft Contract, including compliance with all applicable laws, including, without limitation, environmental protection and conservation laws.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

The Offeror agrees to operate at the current Service approved rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Service, in accordance with 16 U.S.C. § 5955.

The Offeror agrees to accept the Concession Facilities, and any assigned government personal property “as is” as required by the Draft Contract, Section 8(f).

The Offeror accepts the draft Operating Plan included as Exhibit A of the Draft Contract.

The Offeror accepts the draft Maintenance Plan included as Exhibit E of the Draft Contract.

The Offeror agrees to implement an equal opportunity program.

The Offeror agrees to develop and implement an effective health and safety program (Concessioner Risk Management Program), according to the requirements of the draft Operating Plan for such programs.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE SPECIFIC REQUIREMENTS FOR THIS PART A. NEVERTHELESS, INFORMATION IS REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IN PART B. FAILURE TO PROVIDE MATERIAL INFORMATION REQUIRED THEREUNDER MAY RESULT IN AN OFFEROR BEING DEEMED NON-RESPONSIVE.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum franchise fee of Six percent (6%) of annual gross receipts.

PART B**Response Format**

For the page limits set out in these Principal Selection Factors, please note that the Service will not review or consider the information on any pages that exceed the page limitation stated, including attachments, appendices or other additional materials the Offeror submits. The Service may consider relevant information contained elsewhere in a proposal in assessing the proposal's response to a particular selection factor. The Service considers text on two sides of one sheet of paper to be two pages. Offerors must use normal sized font, such as 11 or 12 point, and 1 inch margins on all sides. Tables, charts, graphs, provided forms, and copies of sample material must be in at least 9 point font. The Service would like to see clear and concise answers and will not necessarily consider a longer answer a better answer. Please respond only with the information requested in the subfactors.

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)**Subfactor 1(a). Environmental Impact**

The page limit for this subfactor is 3 pages, including all text, pictures, graphs, etc.

A concession operation affects the park environment by what it purchases, how it stores those items, and how those items, once sold, are used and disposed of by visitors. In order to assure the Service that waste issues will not be magnified throughout the Park by day to day concession business, the Concessioner will need to initiate a waste management program. This program will also need to marshal the cooperation of visitors to minimize impact.

The Service is responsible for furnishing receptacles outside the Concessioners assigned area for the disposal of trash and the collection of recyclables. The Concessioner's waste management procedures will need to complement the efforts of the Service within the assigned land areas.

Please address the following two points:

1. **Waste Collection and Recycling.** Describe the steps you will take to ensure clean, orderly collection of solid waste and subsequent recycling to minimize litter. This may include managing visitor and staff behavior, signage, minimizing contamination of recyclable materials and other ideas. What will your organization do to implement a successful waste collection and recycling program that complements the Service's program?
2. **Minimizing Waste.** Describe how you will minimize the amount of packaging and disposable items used in the operation, particularly in regards to pre-packaged food and beverage items. A better answer may describe defined and measurable goals for waste reduction over the term of the contract, including reducing and or eliminating plastic beverage containers, and promotion of the Park's water filling station to be installed in the campstore area.

Subfactor 1(b). Natural and Cultural Resources

The page limit for this subfactor is 3 pages, including all text, pictures, graphs, etc.

Describe how you will address the following natural and cultural resource related items:

1. List the proactive measures you will employ to help protect the natural and cultural resources of the Delaware Water Gap National Recreation Area including but not limited to minimizing the disturbance of the Park (i.e., vegetation, ground disturbance, habitat, interpretation / education)?
2. What steps will you take to minimize the impact of the campground on the natural setting of the Delaware River Valley and Wild-Scenic River (i.e., view shed, night sky, and soundscape)?
3. What will you do to prevent negative water quality impacts to the Delaware River and protect your part of the watershed area?

Subfactor 1(c). Maintenance of Facility and Grounds

The page limit for this subfactor is 3 pages, including all text, pictures, graphs, etc.

The Draft Contract requires the Concessioner to establish comprehensive programs that ensures it maintains facilities to a level satisfactory to the Service. The Service is interested in your ability to provide a comprehensive repair and maintenance program with a staff qualified to maintain the assigned facilities.

- Describe how you will maintain the assigned facilities and grounds in order to provide high quality amenities for Park visitors (your customers) and fulfill your obligation to the National Park Service mission.

A better answer will include detail explaining your plans for both daily maintenance and long term preventive maintenance, staffing plans demonstrating qualified employees will perform the maintenance, and an emphasis on proactive maintenance as opposed to response-based maintenance.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0-5 POINTS)**Subfactor 2(a). Marketing (for all Services, including Camping and Kayak/Canoe Rental)**

The page limit for this subfactor is 3 pages, including all text, pictures, graphs, etc.

Explain how you will identify groups that are potential customers and how you will market canoe and kayak rentals to these identified groups. Describe your marketing plan for the operation. Include descriptions of how you will manage your marketing strategy, identify your target market segments, and use different media and organizations to implement the strategy.

Include your ideas, concepts, and examples of the advertising campaign you will use. In particular, explain how you will market the various services required and authorized in the Draft Contract. Describe how you will market internally (for visitors already in the Park) and externally (for visitors who have not yet arrived in the Park).

Subfactor 2(b). Managing Campground Reservations

The page limit for this subfactor is 3 pages, including all text, pictures, graphs, etc.

Describe the reservation system that you will use and explain its capabilities and customer friendliness. Explain how you will provide information to late night arriving customers, holding reservations for reserved sites (e.g., How will you get them to where their reserved site is?).

A better answer will detail the customer experience one should anticipate from the beginning contact with your firm (i.e. making a reservation) to the end of the business-customer relationship (check-out). What will make your method of service better?

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)

Note to Offeror: *To assist in the evaluation of proposals under this and other selection factors, provide the following information regarding the organizational structure of the business entity that will execute the Draft Contract. This organizational structure information will not be scored for selection purposes, but may be used for assessing responses to various selection factors. If the Offeror is not yet in existence, the Offeror-Guarantor should describe its own experience and explain how such experience will carry over to the Offeror entity.*

Offeror's Organizational Structure

Describe the entity with which the National Park Service will contract, specifying whether it is currently in existence or is to be formed. Clearly define the Offeror's relationship to all superior and subordinate entities. Identify the entity, if other than the Offeror, that has the authority to allocate funds, hire and fire management employees of the Offeror. Identify any individual or business entity that holds or will hold a controlling interest in the Offeror. If the Offeror is an unincorporated sole proprietorship, identify and provide information about the individual who owns and operates the business. If the Offeror is a limited liability company, a partnership, or a joint venture, identify and provide information about each managing member or manager, general partner or venturer, respectively.

Submit your organizational documents (e.g., partnership agreement, articles of incorporation, operating agreement).

Using the appropriate Business Organization Information form (as applicable) at the end of this section, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

- (1) Full legal name of the Offeror *and any trade name* under which it proposes to do business.
- (2) The legal form of the Offeror, if other than an individual.
- (3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interests.
- (4) The name, address and, if applicable, form of business entity of all related, subordinate, or superior business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice. Use additional pages if the information does not fit within the forms provided.
- (5) If applicable, the length of Offeror's existence as a business entity.

Subfactor 3(a). Describe management qualifications.

The page limit for this subfactor is 2 pages, including all text, pictures, graphs, etc.

1. Provide key qualifications you will require of the Concessioner's Campground-based general manager. Please provide an organizational chart for your organization.

Subfactor 3(b). Demonstrate the Offeror's experience managing camping areas, retail and limited food and beverage operations.

The page limit for this subfactor is 5 pages, including all text, pictures, graphs, etc.

1. The Service desires a concessioner with experience in providing services similar to those required in the Draft Contract., State in detail your (or your company's) overall background and experience, and how long you have been providing services similar to those that are to be provided under the Draft Contract.

Subfactor 3(c). Retaining Key Staff and Employee Experience and Training

The page limit for this subfactor is 5 pages, including all text, pictures, graphs, etc.

1. A high quality, skilled and motivated staff is a critical component of meeting visitor needs at Delaware Water Gap National Recreation Area. Describe your process for maintaining a high quality, skilled and motivated employee staff by addressing the following:
 - a. Explain how you will recruit excellent management and staff that are familiar with the surrounding area including the Delaware Water Gap and its unique resources.
 - b. Describe how you will train your employees to provide efficient, timely, and customer-oriented service to Delaware Water Gap visitors.
 - c. Describe how you will train your employees about the natural and cultural resources that exist in the Delaware Water Gap Park. Also describe the methods your employees will use to share this information with visitors.

Subfactor 3(d). Violations or Infractions

The page limit for this subfactor is 5 pages, including all text, pictures, graphs, etc.

The Service is aware that any business may receive the occasional, notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (hereinafter collectively referred to as "Infractions"). The Service is interested in understanding how your business manages these Infractions.

In responding to this subfactor, you need to consider the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited liability companies, their managing members and managers, if any; and for joint ventures, each venturer) and all parent entities, subsidiaries or related entities under the primary organizational entity (such as, a parent corporation and all subsidiaries), collectively referred to as "Related Entities," that **provide the same or similar services as required or authorized by the Draft Contract**, whether as a principal or employee of Offeror or otherwise.

If the Offeror has not yet been formed, each Offeror-Guarantor must respond to the items in this sub-factor for itself and its Related Entities as identified above.

For each Offeror or Offeror-Guarantor, and their respective Related Entities provide the following:

- 1) List of Infractions. Identify Infractions issued by a federal, state or local regulatory agency in the last five years. Do NOT submit copies of the Infraction report; submit in a tabular format.
 - a) The basis for the Infraction
 - b) The regulatory agency that issued the Infraction
 - c) When the Infraction was issued
 - d) How the Related Entity addressed the Infraction
 - e) How the Related Entity ensured the problem was minimized or would not recur
- 2) Describe the Related Entities you considered and explain if you excluded other Related Entities, and, if so, why.
- 3) Disclose the federal, state, and local **regulatory agencies** you considered in responding to this subfactor.
- 4) Describe your overall strategy to minimize infractions and how you resolve, or plan to resolve, infractions when they do occur.

FORM 1

BUSINESS ORGANIZATION INFORMATION CORPORATION, LIMITED LIABILITY COMPANY, PARTNERSHIP OR JOINT VENTURE (PRINCIPAL SELECTION FACTOR 3)
--

Complete a separate form for the submitting business entity and any parent entity.

Name of Entity and Trade-name, if any	
Addresses	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Formation	
Date of Formation	

OWNERSHIP	PERCENTAGE OF OWNERSHIP INTERESTS	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest and/or key principals of the business		
Total Interests Outstanding and Type(s):		

OFFICERS AND DIRECTORS OR GENERAL PARTNERS OR MANAGING MEMBERS OR VENTURERS	ADDRESS	TITLE AND/OR AFFILIATION

Attach the following:

- Description of relationship of any parent entities to the Offeror with respect to funding and management.

FORM 2

BUSINESS INFORMATION INDIVIDUAL* OR SOLE PROPRIETORSHIP (PRINCIPAL SELECTION FACTOR 3)

Name of Individual and Trade name, if Any**	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person (if other than the Offeror)	
Tax ID #	
Years in Business of same type as required service(s)	
Current Value of Business	
Role in Providing Concession Service(s)	

*Due to difficulties determining authority to act and ownership, the Service will not accept a proposal from spouses jointly as a purported business entity. Either one individual must serve as the Offeror or the spouses must form a corporation, partnership, or limited liability company to serve as Offeror.

**If the sole proprietorship acts under a name other than that of its owner (i.e., does business as "company name"), also add the jurisdiction where the company's trade name is registered, if any.

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)**Notes to Offeror:**

In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s). The submission must include a letter from each Offeror-Guarantor that unconditionally states and guarantees the Offeror-Guarantor will provide the Offeror with all funding, management and other resources that the Draft Contract requires and the proposal offers.

All forms are provided electronically on the enclosed compact disk. The Offeror must complete all forms provided and submit both a hard copy and an Excel spreadsheet file.

Subfactor 4(a). Demonstrate that you have a credible, proven track record of meeting your financial obligations. The Offeror (or each Offeror-Guarantor) must provide comprehensive materials to demonstrate that it has a history of meeting its financial obligations by providing the following:

- (1) The completed and certified Business History Information form provided at the end of this section. If the Offeror is not yet formed, include a Business History Information form for each Offeror-Guarantor.
- (2) A complete credit report in the name of the Offeror that includes scores and is dated within six months prior to the date of the proposal. The report must be from a major credit reporting company such as Equifax, Experian, TRW, or Dun & Bradstreet. If the Offeror is not yet formed, include a credit report for each Offeror-Guarantor.

Failure to provide the required documentation may lead to the National Park Service determining your offer is non-responsive and ineligible for award of the Draft Contract.

Subfactor 4(b). Demonstrate the Offeror's business experience and financial capacity by providing the following:

Submit the Offeror's audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements must be provided for any individual Offerors, general partners in a partnership, and all venturers in a joint venture. If the Offeror is not yet formed, submit audited financial statements for each Offeror-Guarantor. **If audited financial statements are not available**, explain in detail why they are not available.

If reviewed rather than audited statements are submitted, explain why the statements were reviewed rather than audited.

If neither audited nor reviewed statements are available, the Offeror (or Offeror-Guarantor(s), as applicable) must submit other compelling evidence including personal financial statements for each of the Offeror's principals (as defined under Principal Selection Factor 3) certified as to accuracy and completeness by the submitting individual or authorized officer of an entity **and** a letter from its Financial Institution. Such letter must outline the Financial Institution's historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.

Subfactor 4(c). Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:

Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Expense and the Initial Investments and Start-Up Expense Assumptions forms included in the Excel spreadsheets provided as an Appendix to the prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to understand how the estimates were determined. If you are the Existing Concessioner and do not anticipate any additional initial investment or start-up costs, please state that you consider the current personal property and assets adequate to operate this concession opportunity successfully.

Using the Excel spreadsheets provided as an Appendix to the prospectus, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs within the Excel workbook. Provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Draft Contract. Also complete the Operating Assumptions tab to explain your financial projections.

Below are some general notes regarding the provided forms found in the Appendices attached to the Prospectus.

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS.
- Do not add or eliminate rows on the Excel spreadsheets provided in the appendix. Columns should not be deleted; however, columns may be added to reflect the number of years in the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. For the purpose of the pro forma statements use the calendar year as the fiscal year.
- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to provide a full understanding of how the estimates were determined.
- Complete all of the forms provided and submit both a hard copy and an electronic Excel workbook file.

Subfactor 4(d). Demonstrate your ability to obtain the required funds for start-up costs under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines.

The more definite the terms stated in the documentation, the more credible the Service is likely to find the Offeror's ability to obtain the required funds.

- (1) If funds are to be obtained from cash on hand or operating cash flows, document each source and the availability of these funds by providing your previous and current audited financial statements for the two most recent fiscal years, with all notes to the financial statements (see 4(b) above if audited financial statements are not available). Depending on the Offeror's form of entity, provide audited financial statements for any individual Offerors, general partners in a partnership, and all venturers in a joint venture. If the Offeror is not formed, provide audited financial statements for each Offeror-Guarantor. If you submitted these statements in response to 4(b) above, you need only to refer to those statements in response to this Subfactor.

- (2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide supporting documents including but not limited to documents that describe the approximate amount of the loan, the term of the loan and any proposed encumbrances on the Draft Contract. Include a letter (addressed to the National Park Service from the lender on the lending institution's letterhead) stating the amount of funds available to the Offeror at the date of the letter. In addition, the letter must outline the Financial Institution's historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.
- (3) If funds are to be obtained from an individual, or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to such individual:
 - Signed funding commitment from the individual (stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract)
 - Current personal financial statement certified as to accuracy and completeness by the individual submitting it
 - Current bank/financial institution documents that verify the account(s) and account balance(s) for the primary fund source
 - Documentation of any assets to be sold
 - Any other assurances or documents that demonstrate that the funds are available
- (4) If funds are to be obtained from working capital liabilities (such as advance deposits), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- (5) If funds are to be obtained from another source (e.g., a business entity whose primary fund source is not an individual), provide the following as appropriate:
 - Signed funding commitment from the fund source stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract
 - Current audited financial statements for the most recent year
 - Evidence that the source has the necessary funds to make the funding commitment

NOTE: *If the Offeror is obtaining even a part of the necessary funds from another, the Service must be able to determine from the documents submitted that the Offeror is highly likely to obtain either a stated amount or an unlimited amount of funding from an entity with sufficient financial capability to provide the funds.*

BUSINESS HISTORY INFORMATION FORM
(PRINCIPAL SELECTION FACTOR 4 – SUBFACTOR 4A)

Business history information should be provided for the Offeror AND all parent companies. If the Offeror is not yet formed, provide a business history form for each Offeror-Guarantor.

The information provided below is for the entity: _____

- (1) Has Offeror ever defaulted from or been terminated from a management or concession contract, or been forbidden from contracting by a public agency or private company?

☐ YES

☐ NO

If YES, provide full details of the circumstances.

- (2) List any Bankruptcies, Receiverships, Foreclosures, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past five years. (If none, then so indicate). Include an explanation of the circumstances, including nature of the event, date, type of debt (e.g., secured or unsecured loan), type of security (if applicable), approximate amount of debt, name of lender, resolution, bankruptcy plan, and/or other documentation as appropriate.
- (3) Describe any pending litigation or administrative proceeding (other than those covered adequately by insurance) which, if adversely resolved, could materially impact the financial position of the Offeror. (If none, then so indicate).
- (4) Describe any lawsuit, administrative proceeding or bankruptcy case within the past five years that concerned the Offeror's alleged inability or unwillingness to meet its financial obligations. (If none, then so indicate).
- (5) Describe any liens recorded against the Offeror within the past five years (whether from taxing authorities or judgments) and, if resolved, provide a copy of any lien release. (If none, then so indicate).

I hereby certify, under penalty of perjury, that the information provided in this Business History Information Form is accurate and complete.

Offeror's Name (or Offeror-Guarantor's Name)

By: _____

Printed Name: _____

Authorized Officer (if applicable)

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)

The minimum franchise fee acceptable to the Service is **Six percent (6.0%)** of gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor. However, consideration of revenue to the United States is subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

State the amount of franchise fee you propose. Such fee must be at least equal to the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Do not propose a tiered franchise fee, e.g. 5.0% on the first \$10,000 of gross receipts, 6.0% on gross receipts between \$10,001 and \$25,000, 7.0% on gross receipts from \$25,001 and above.

_____ Percent of annual gross receipts

SECONDARY SELECTION FACTORS

SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION, AND PRESERVATION OF THE PARK AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 POINTS)

Note to Offeror:

The Park is pursuing as many tactics as possible to ensure environmentally sustainable operations throughout the Park. The concession operation will greatly affect the Park's success with these efforts. Avoid overlap between your response here and your response to Principal Selection Factor 1. Do not repeat the minimum requirements as specified in the Operating and Maintenance Plans.

Environmental Management, Programs and Activities.

The page limit for this subfactor is 5 pages, including all text, pictures, graphs, etc.

The Service encourages environmentally-friendly business practices, most notably in the following areas:

- sustainability and energy conservation;
 - purchasing of environmentally preferable supplies, such as alternative fuels and maintenance fluids;
 - solid waste reduction; and,
 - recycling.
- 1) Describe the activities you plan to implement with respect to the above-listed environmentally-friendly business practices in addition to the requirements in Exhibit E, Part C – Concessioner Environmental Responsibilities, of the Maintenance Plan, to the Draft Contract. In your answer, include a timeline for implementation.
 - 2) Describe how your merchandise selection and retail operations will support environmentally-friendly business practices, (e.g., organic products, post-consumer recycled materials or recyclable products, reduction of disposable plastic beverage containers, etc.).

SECONDARY SELECTION FACTOR 2. INCREASE AND MAINTAIN VISITATION TO THE PARK AND CONCESSION FACILITIES BY IMPROVING VISITOR SATISFACTION. (0-2 POINTS)**Visitor Satisfaction and Campground Improvements**

The page limit for this subfactor is 5 pages, including all text, pictures, graphs, etc.

Quality guest service and regular improvements leading to higher visitor satisfaction are extremely important to the Service. Demonstrate how you will monitor and improve customer satisfaction by providing the following:

- Explain what practices you will implement to regularly train and update employees in customer service techniques.
- How will you evaluate, monitor, and improve customer satisfaction in the overall camping experience.
- Describe any additional special projects, operating procedures, services or maintenance commitments that your entity will perform, not described above.

A better answer will include a demonstration of a comprehensive system of employee training and customer satisfaction monitoring that can track and provide information that will help a Concessioner create an improved visitor experience.